

Photo courtesy – James Edward Photography

October Briefing Materials

October 16, 2019 7:30 A.M.

WORKFORCESOLUTIONS GREATER DALLAS

Ross Tower 500 N. Akard St., <u>Suite 2600</u>, Dallas, Texas 75201

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BOARD OF DIRECTORS MEETING October 16, 2019–7:30 a.m.

Dallas Regional Chamber, 500 N. Akard St., Suite 2600, Dallas, Texas 75201

Call to Order & Introductions — Ellen Torbert, Chair

Closed Session with Attorney; Closed Meeting Pursuant to §551.071 Texas Open Meetings Act

All guests are invited to enjoy a light breakfast beginning at 7:10 a.m. but the Annual Workforce Awards Ceremony will not commence until approximately 8:00 a.m.

2019 Annual Workforce Awards Ceremony

Public Comment

Declaration of Conflict of Interest

Chairman's Comments

Consent Agenda Action

A. Review & Approval of September 18, 2019 Minutes

B. Contracts & Purchases

Action Pursuant to Closed Session

Action

Child Care Taskforce - Susan Hoff

Means, Ends and Expectations

Discussion/Action

- A. Financial Analysis Ashlee Verner, CPA, Chief Financial Officer
- B. Performance Analysis Richard Perez, Research Manager

Contracts & Procurements

Discussion/Action

- A. Procurements & Endorsement of External Applications/Agreements –Connie Rash, Senior Vice President
- B. Contract Authorization Demetria Robinson, Vice President

President's Briefing

Discussion/Action

- A. Leases
- B. Policy
- C. Quality Assurance and Oversight

General Discussion/Other Business Adjourn

Persons with disabilities who plan to attend this meeting and who may need auxiliary aids, services, or special accommodations, should contact Workforce Solutions at 214-290-1000, two (2) working days prior to the meeting, so that appropriate arrangements can be made.



BOARD OF DIRECTORS

Officers: Ellen Torbert, Southwest Airlines, Chair Bill O'Dwyer, MINC Mechanical, Vice Chair Terrance F. Richardson, KPMG, Treasurer Gilbert Gerst, Bank of Texas, Past Chair

> Laurie Bouillion Larrea, President Connie Rash, Secretary

Rebecca Acuña, PepsiCo Alan Cohen, Child Poverty Action Lab Cristina Criado, Criado and Associates Holly Crowder, Beck

Rolinda Duran, Texas Workforce Solutions, Vocational Rehabilitation Services

Angela Farley, Dallas Regional Chamber

Kevin Faulkner, Texas Workforce Commission

Lewis E. Fulbright, Dallas AFL-CIO

Shannon Gray, Health and Human Services Commission

Kellie Teal-Guess, Cyrusone

Magda Hernandez, Irving ISD

Susan Hoff, United Way of Metropolitan Dallas

Carter Holston, NEC Corporation of America

Dr. Joe May, Dallas County Community College District

Kerry McGeath, Desoto Public Library

Robert Mong, University of North Texas at Dallas

Jason Oliver, AT&T

Niki Shah, Baylor Scott & White

Michelle R. Thomas, JPMorgan Chase

Mark York, Dallas AFL-CIO



*Meetings are held at Ross Towers, 500 N. Akard St., Suite 2600, Dallas, Texas 75201 at 7:30 A.M., unless otherwise noted.

2019 MONTHLY MEETING SCHEDULE - Wednesday Meeting Dates

October 16, 2019 Awards Ceremony, Annual Meeting, CEO Evaluation by the Full Board

November 7, 2019	Red, White and You! Statewide Hiring Fair – Gilley's Dallas, 1135 S. Lamar St.
December 4-6 2019	TWC 23rd Appual Conference – Gaylord Texan Resort

2020 PROPOSED MONTHLY MEETING SCHEDULE – Wednesday Meeting Dates

January 15, 2020	Welcome New & Returning Board Directors, New Leases, and Technology
<u>January 16, 2020</u>	Greenville Ribbon Cutting and Tours- 10:00 a.m.
February 20, 2020 Thursday	Engage Auditors and Approval of the Budget - 7:30 a.m. Redbird Workforce Center Ribbon Cutting and Tours – 9:00 a.m.
April 15, 2020	Strategic Planning
May 20, 2020	WIOA Target Occupations List
August 19, 2020	Presentation and Acceptance of the Annual Audit
September 16, 2020	Approve New Annual Contracts (Workforce, Childcare, Youth, Professional Services) and Eligible Training Provider Review
October 21, 2020	Awards Ceremony, Annual Meeting, Election of Officers and Renewal of Staff Health Benefits, CEO Evaluation by the Full Board
November 5, 2020	Red, White and You! Statewide Hiring Fair (attendance optional)
TBA	TWC 24th Annual Conference, (attendance optional)

Consent Item – A Review and Approval of Meeting Minutes May 15, 2019

Directors Present	Directors Present(cont'd)	Directors Absent
Rebecca Acuna	Gilbert Gerst, Past Chair	Cristina Criado
Alan Cohen	Shannon Gray	Kellie Teal-Guess
Holly Crowder	Carter Holston	Magda Hernandez
Rolinda Duran	Jim Krause	Susan Hoff
Angela Farley	Robert Mong	Dr. Joe May
Kevin Faulkner	Bill O'Dwyer, Vice Chair	Kerry McGeath
Lewis Fulbright	Ellen Torbert, Chair	Jason Oliver
		Terrance Richardson, Treasurer
		Niki Shah
		Michelle R. Thomas
		Mark York

MINUTES

Call To Order/Welcome

Chair Ellen Torbert called the Board of Directors' meeting to order at 7:39 a.m. and welcomed everyone in attendance. A quorum was present.

Public Comment - None

Declaration of Conflict of Interest – Chair Ellen Torbert asked for Board of Directors' Declaration of Conflict of Interest on any of the Action Items: Rolinda Duran and Kevin Faulkner TWC and any state agency matters, Shannon Gray Health and Human Services issues and Rebecca Acuna ChildCareGroup.

Chairman's Comments

Chair Ellen Torbert thanked everyone for their attendance. Chair Torbert continued with briefing the board on the "No Small Matter" a documentary that presents the challenges of quality care with real-life families and child care. She encouraged everyone to view the documentary.

Consideration of Bylaws Amendments

John Dickey, Attorney, and Laurie Bouillion Larrea, President discussed that the item and would bring back in October.

Consent Agenda

- A. Review and Approval of September 18, 2019 Meeting Minutes
- B. Approval of Training Providers and Vendors No vendors to review at this time.
- C. Contracts & Purchases

I. Fiscal and Program Compliance Monitoring Contracts

Board staff negotiated with Christine H. Nguyen, CPA and Juanita Forbes & Associates for program compliance monitoring services. The proposed cost for fiscal year 2020 (October 1, 2019 through September 30, 2020) are as follows:

- \$155,027 to Christine H. Nguyen, CPA for Fiscal Compliance Monitoring and
- \$180, 429 to Juanita Forbes & Associates for Program Compliance Monitoring

It was recommended that the board authorize staff to contract with Christine H. Nguyen, CPA and Juanita Forbes & Associates as presented above, effective October 1, 2019 through September 30, 2020.

II. ChildCareGroup (Child Care Assistance Services) Contract Amendment

The Board received additional Department of Family and Protective Services (DFPS) funds from Texas Workforce Commission. It is necessary to contract the additional funds in the amount of \$525,251 to ChildCareGroup's existing CCA contract to cover costs of services through September 30th.

It was recommended that the board give authorization to amend ChildCareGroup's existing CCA contract with additional DFPS funds in the amount of \$525,251 for services through September 30, 2019.

Gilbert Gerst made the motion to approve staff's recommendations on the Consent Agenda. The motion passed with Bill O'Dwyer seconding. Absentions: Rolinda Duran, Kevin Faulkner and other abstentions as noted.

Means, Ends and Expectations

A. Financial Analysis

Ashlee Verner, CFO referenced the July 2019 Expenditure report noted on Pages 11-14 of the board packet and briefed the board on WIOIA Youth, Adult and Dislocated Worker program expenditures.

B. Performance Analysis

Richard Perez, Research Manager, gave an Eligible Training Provider Performance update indicated on Page 17. He mentioned that based on Board policy, staff conducts a Training Provider review annually. Training Program that are missing two or more program goals are recommended for removal.

It was recommended that the Board give authorization to remove Asher College – Office Accounting Specialist and Richland College's – Masonry Construction Laborer. Both providers will have the opportunity to provide additional information.

Angela Farley made the motion to accept the above recommendation. The motion passed with Holly Crowder seconding. Abstentions as noted.

Richard Perez continued with briefing the board on July 2019 performance measures on Pages 18 -22 of the board packet. Mr. Perez noted that as of this week the Credential Rate – DW was meeting. He stated staff must focus on accurate and timely data entry.

C. Employment Engagement – Employer Service Team

The team reported on the recent actives

- Infrastructure Kent Andersen, Account Executive provided a briefing on industry activities for infrastructure.
- Advanced Manufacturing and the Retail Sector Steven Bridges, Account Executive, provided an update on manufacturing.
- Retail Sector Lynn Hoffman, Sr. Employer Services Manager, offered updates to the Retail Pays initiative.

D. Economic Landscape

Mario Castaneda, Research Analyst reported that the unemployment rate in Dallas County was 3.6 with 6,060 new jobs added in June and July. He continued with briefing the directors on current company layoffs and closings.

Contracts & Procurement

A. Procurements

I. Request for Quotations (RFQ) for Workforce Office Furnishings

WFSDallas released a procurement on August 27, 2019 for Request for Quotations for Workforce Office Furnishings. The deadline for proposals was September 16, 2019. WFSDallas received four proposals (Business Interiors, Interior Resources Group, Intelligent Interiors Inc. and Office Interiors Group, Inc.). Business Interiors had the lowest bid for cubicles/furnishings for Greenville at \$135,540. Business Interiors provided a partial bid for Redbird at \$152,441 excluding the cost for removal and relocation of cubicles. Other bidders ranged from \$28,000 to \$75,000 for this particular service. Even including the highest price for this service, Business Interiors is the lowest bid.

It was recommended that the Board give authorization to approve Business Interiors for workforce office furnishings for both Greenville and Redbird. We will attempt to negotiate the removal and relocation services with them; or move to an alternate vendor. Bill O'Dwyer made the motion to accept the above recommendation with Angela Farley seconding. The motion passed.

II. Request for Proposals (RFP) for Workflow Systems & Document Management System

WFSDallas released a Request for Proposals for Workflow Systems & Document Management System on August 27, 2019. The deadline for proposals was September 16, 2019. WFSDallas received five proposals (DocuNav Solutions, ImageSoft, Inc., Stellar Services, Inc., Global Solutions Group, Inc., and Gallion Consulting). The readers continue to review these sophisticated technology bids. The Board will probably conduct interviews with the top two scoring providers and return the scores to the board in October.

B. Authorization of Contracts

PY19/FY20 Contracts

With the multiple grants that we receive, our funds are allocated and disbursed upon receipt of grants. Annually, eligible contracts are reviewed for renewal. The Board's contracts with current contractors listed below will expire September 30th and requires us to renew contracts. The proposed budgets are based upon existing and enhanced services, past expenditure levels, available grant funds, and negotiated terms. The list below includes our proposed budget for fiscal year 2020 (October 1, 2019 through September 30, 2020):

I. FY20 ChildCareGroup (Child Care Assistance) Contract

ChildCareGroup provides management and operations of the child care assistance program including child care quality activities to enhance the care of children in Dallas County. Currently, CCG is managing over 18,000 children in care at over 500 child care providers throughout the area. The FY20 initial proposed contract budget consists of operations and direct care funds in the amount of \$67,476,531:

- \$4,700,000 for operations; and
- \$62,776,531 for direct care services.

In addition, Boards will receive the FY2020 Texas Department of Family and Protective Services (DFPS) funds, which are an indefinite quantity/indefinite delivery contract. These pass through funds allow CCG to provide services to DFPS children enrolled in childcare. Funds will be awarded to CCG upon receipt of funding from TWC, and will be brought back to the Board for ratification.

The FY20 performance target has not been provided by Texas Workforce Commission at this time. The board is expecting a lower target, but additional targets will be assigned to carryover funds that will be awarded in the near future.

II. FY20 ResCare Workforce Services (Workforce System Operations) Contract

ResCare manages and operates workforce programs in each of the board's nine workforce solutions offices throughout Dallas County. The proposed 12-month initial contract budget consists of operations and pass-through funds to customers based prior year expenditures, planned allocations provided by TWC and actual grants received at this time. The profit matrix will be presented early next year; however, the performance targets are still being negotiated with Texas Workforce Commission. We will bring a negotiated profit matrix back to the Board.

Grant	2020 Initial Contract Budget
Workforce Innovation and Opportunity Act – Adult 9 month budget/12-month period	\$ 3,900,000
Workforce Innovation and Opportunity Act - Dislocated Worker 9 month budget/12-month period	\$ 3,500,000
Workforce Innovation and Opportunity Act – Rapid Response	\$ 7,000
Temporary Assistant to Needy Families*	\$ 6,100,000
SNAP E&T*	\$ 802,511
SNAP ABAWD*	\$ 326,071
Non-Custodial Parent *	\$ 366,000
Trade Adjustment Assistance*	\$ 500,000
Wagner-Peyser Employment Services*	\$ 135,000
Total Contract	\$15,636,582

^{*}TANF, SNAP, NCP, TAA, and ES grants have not been received, and will be contracted contingent upon receipt of grant.

III. FY20 Youth System Services Contracts

Youth System Services Contract	2020 Initial Proposed Budget
ResCare Workforce Services Inclusive of Vocational Rehabilitation Wage Services for Paid Work Experience	\$3,202,500
DCCCD-Richland College (Garland Campus)	\$ 450,000
Gulf Coast Trades Center	\$ 275,000

IV. FY20 Professional Services Contracts

Professional Services Contractors	2020 Proposed Budget
QNet – Technology Services	\$260,000
Oriental Building Services, Inc. – Janitorial Services	\$ 50,000

It was recommended that the Board give authorization to contract with the existing contractors for the 2020 recommended budget amounts as presented above, effective October 1, 2019 through September 30, 2020. These figures do not include probable carryover funds or any additional amounts received from funders. These amounts will be brought back to the Board for approval.

V. Childcare Local Match Partner Agreements

The Board is required to secure local match funds to access the Federal dollars which are part of the total child care allocation to meet the State's target of average number of children served per day. These are also pass through funds to allow CCG to provide direct care to eligible children in Dallas County. As match is secured, the FY2020 Child Care Local Match funds in the amount of \$9,065,398 received from TWC will be added to CCG's contract as match. The 2020 fiscal year total amount of local match required to access the federal child care funds is \$4,542,034. Staff request agreements with the following partners to secure local match funds in the amount of \$1,500,000 at this time. Staff continues to secure uncommitted funds and will bring additional partners for ratification in October. The table below represents the total amount of local match funds secured from the listed partners:

Local Match Partners	Local Amount	Federal Amount			
Richardson ISD	\$1,100,000	\$2,200,000			
City of Mesquite	\$ 400,000	\$ 800,000			
Total	\$1, 500,000	\$3,000,000			

It was recommended that the Board give authorization to accept contributions for Local Match agreements as specified above with Richardson ISD and the City of Mesquite as part of the CCG FY20 contract to provide direct care to eligible children in Dallas.

Gilbert Gerst made the motion to approve the above two staff's recommendations. The motion passed with Lewis Fulbright seconding. Absentions as noted.

President's Briefing

A. Update from Dallas County Promise

Eric J. Ban, Ed.D and Carey O'Connor updated the board on the Dallas County Promise project.

B. Tax Filing 2018 Authorization

Board of Directors received the IRS Forms 990 and 990-T for 2018, in preparation for filing by Crowe LLC. It was recommended that the Board give authorization to approve the IRS forms 990 and 990-T for 2018.

C. Healthcare Coverage Continuation 2020 Authorization

Quotes for continued or new health care coverage, effective January 1, 2020, have not been received. Once quotes are received, staff will review benefits for employee health, life and dental coverage based upon best price and continuity for our employees. Every effort will be made to retain existing benefits with existing carriers if costs are within a reasonable range of increase (currently projected between 7% and 15%), or to amend the plans to remain within a reasonable price. In the event the board's current carriers are unable to renew within reasonable and market parameters, staff will initiate comparable coverage from other carriers seeking best price for benefits similar to our existing plan.

It was recommended that the Board give authorization for the President to negotiate and sign for employee health, life, and dental coverage based upon best price and continuity for our employees, as indicated above.

Shannon Gray made the motion to accept the staff's above two recommendations. The motion passed with Bill O'Dwyer seconding.

New Initiatives

WIOA Alternative Funding Plan

It is the board's goal to maximize this opportunity by operating two of the four mandatory models, and demonstrating two training cohorts in a high-skilled technology area. Procurement will be conducted to secure a program specialist from our community, and the purchase of any equipment, software and/or other products necessary to perform these unique services to benefit the employers and job seekers of Dallas County.

1) Externships for Teachers – this initiative will create partnerships among educators and various industries to develop an effect workforce system by making the connection between academic skills and the workplace. Teachers who participate will have the opportunity to engage in activities through an externship in an industry, as a result, will learn how classroom content is applied in the real world. The externship will inform participants on the skill sets required for a given industry. Teacher may then inform, educate, and guide students to industries that match the student's skill sets. Connecting classroom content to the real world and workplace will help students understand and develop the academic and technical skills they need to enter the workforce and complete for jobs in demand within our community.

WFSDallas has a history in providing Teacher Externships, but we have not had this opportunity in many years. The board hopes to provide experience to DISD, Garland ISD and Irving ISD teachers next summer. The industry sectors will include but not limited to manufacturing (FAME Toyota model), aviation (partnering with employers at LOVE Field), and technology (partnering with Texas Instruments). All are subject to decisions of the board and willingness of the employers and districts to participate.

Proposed budget – not to exceed \$200,000, specifying 25% match at \$50,000

2) Women's Entrepreneurship Bootcamp – Women-owned businesses support the Texas economy and increase employment opportunities for Texans. The purpose of this program is to support entrepreneurial women who are Texas residents create, sustain, or expand a business in Texas. Women who are Texas residents and either own a business in Texas or are interested in starting a business in Texas will have the option to receive information and training via an in-person or virtual boot camp training. WFSDallas will conduct boot camp type activity for women in southern Dallas via partnerships with the Dallas Entrepreneurial Council and Target Evolution. These successful organizations have sought our support for years, and these funds will finally allow the board to serve some of the most innovative aspirational entrepreneurs in the south.

Budget - Not to exceed \$58,300 specifying 25% match at \$14,575

3) Cohort Training – WFSDallas will demonstrate employer specific cohort training in a high-skilled technology area. The board anticipates two cohorts – TBD – which may be compensated as ITA's or class-sized training. We have demands in construction, technology and healthcare. No decisions have been made. Budget = approximately \$358,200 not requiring match

Youth Job Skills Initiative

Dallas has received \$521,000 from the Texas Workforce Commission targeting youth within the Dallas community who require the education, training and career services that lead to economic self-sufficiency and opportunities for advancement. This is an opportunity for customizable service delivery strategies specific to the Dallas community. TWC identified boards with high concentrations of youth and UI claimants under that age of 24 who could benefit from additional training. Participating youth will be provided with:

- Services leading to attainment of a secondary school diploma or recognized equivalent, or a recognized post-secondary credential:
- Preparation for post-secondary educational and training opportunities; or
- Academic or career and technical training that leads to the attainment of recognized post-secondary credentials.

Services are designed to prepare participating youth for job opportunities, aligning with in-demand opportunities in Dallas. Active participation of employers is critical. Boards are required to coordinate with local community-based programs to assist with recruitment and provide additional services to youth enrolled in the initiative.

It was recommended that the Board give authorization of initiatives as discussed. Action items will be presented to the Board for ratification.

Gilbert Gerst made the motion to accept staff's recommendation as discussed. The motion passed with Bill O'Dwyer seconding.

E. Legislative Updates

F. Policy - Policies will be presented to the board in October for approval.

Reasonable Accommodation

Policy CM0410, change 1 and procedures will be modified to comply the Texas Workforce Commission's Workforce Innovation and Opportunity Act Section 188 Review Checklist.

UI Job Search

A primary goal of the Texas Workforce Commission is to encourage claimants to obtain suitable work at the earliest possible opportunity. Since 2013, WFSDallas has required four weekly work searches based on the review of the local labor market. It is recommended to continue four weekly work searches for claimants. As a comparison, the Tarrant County Workforce Development Board requires three weekly work searches and the North Central Texas Workforce Development Board requires five weekly work searches. It was recommended that the Board give authorization to approve modification to Policy CM0410, change 1 to comply with WIOA Section 188 Review Checklist, and to continue four weekly work searches for UI Claimants.

G. Quality Assurance and Oversight

No issues to discuss.

General Discussion/Other Business - None

Adjourn 9:50 a.m.

Consent Agenda - Item B Contracts & Purchases

Extension to FY19 Child Care Quality Contracts

The Board received an amendment to the FY19 Child Care Quality grant from Texas Workforce Commission that extends through January 31, 2020. The current contracts with ChildCareGroup and DCCCD-Eastfield College for quality activities ends October 31, 2019. Staff requests to extend both ChildCareGroup and DCCCD-Eastfield College existing quality contracts through January 31, 2020 to allow additional time to continue their child care quality activities and services.

RECOMMENDATION: Board authorization to extend the existing child care quality contracts with ChildCareGroup and DCCCD-Eastfield College through January 31, 2020.

Action Pursuant to Closed Session

RECOMMENDATION: Board authorization to approve items as discussed in the closed session.

Child Care Taskforce

September 27, 2019, 1:00 p.m. – 3:00 p.m. United Way of Metropolitan Dallas Headquarters

Meeting Notes

Taskforce Members Attending:

Susan Hoff – Chair Robert Mong Jason Oliver Alan Cohen, invited guest Gretchen May

Staff Attending:

Laurie Bouillion Larrea, President Demetria Robinson, Vice President

Meeting was called to order at 1:00 p.m. by the Taskforce Chair- Susan Hoff.

Taskforce Overview/Goals – Ensure the Board has necessary information about the current CCA program, state requirements/local flexibility; Research CCA practices in other areas around the state; Conduct a SWOT (strengths, weaknesses, opportunities and threats) analysis of the CCA program; and Recommend short- and long-term goals and proposed strategies for the CCA program.

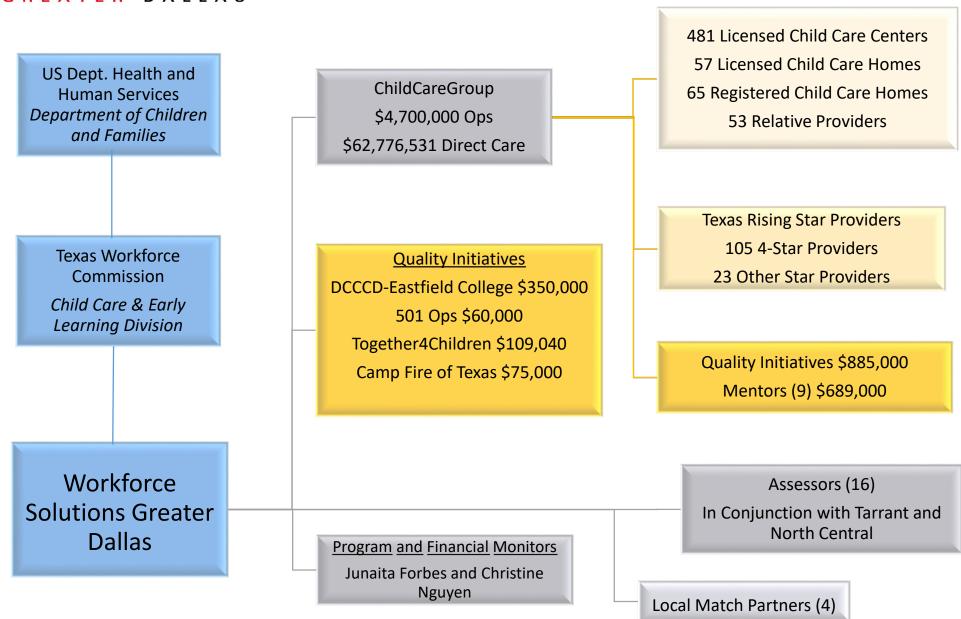
High Level Overview of WFSDallas Childcare Services – Demetria Robinson, Vice President, provided an overview to the Taskforce- *please see the Child Care System Investments diagram on the next page*.

SWOT Analysis – to be discussed at the next meeting.

Meeting adjourned

WORKFORCESOLUTIONS GREATER DALLAS

Child Care System Investments



MEANS, ENDS AND EXPECTATIONS DETAIL EXPENDITURE REPORT August, 2019

Fund #	Contract Name	Contract #	End Date		Budget	Cumulative Expenses	% Expended	% Expected	Obligations	Total Expenses + Obligations	% Expenses Obligations
E404 49	WIOA-YOUTH-PROGRAM	0618WOY000	6/30/2020	¢.	4,797,981.00 \$	2.078.095.20	43.31%	58.33% \$	2,205,894.65 \$	4.283.989.85	89.29%
5401-16	WIOA-YOUTH-PROGRAM WIOA-YOUTH-ADMIN	0618WOY000	6/30/2020	\$ \$	533,109.00 \$	220,223.17	41.31%	58.33% \$	2,205,694.65 \$	4,263,969.65	41.31%
	TOTAL YOUTH	00100001000	0/00/2020	\$	5,331,090.00 \$	2,298,318.37	43.11%	58.33% \$	2,205,894.65 \$	4,504,213.02	84.49%
5402-18	WIOA-ADULT-PROGRAM	0618WOA000	6/30/2020	\$	4,749,233.40 \$	3,505,311.60	73.81%	58.33% \$	785,468.73 \$	4,290,780.33	90.35%
	WIOA-ADULT-ADMIN	0618WOA000	6/30/2020	\$	527,692.60 \$	409,440.66	77.59%	58.33%	\$	409,440.66	77.59%
	TOTAL ADULT			\$	5,276,926.00 \$	3,914,752.26	74.19%	58.33% \$	785,468.73 \$	4,700,220.99	89.07%
5403-18	WIOA-DISLOCATED -PROGRAM	0618WOD000	6/30/2020	\$	4,066,583.00 \$	2,819,424.02	69.33%	58.33% \$	930,936.47 \$	3,750,360.49	92.22%
	WIOA-DISLOCATED-ADMIN	0618WOD000	6/30/2020	\$	451,842.00 \$	208,926.84	46.24%	58.33%	\$	208,926.84	46.24%
	TOTAL DISLOCATED WORKER			\$	4,518,425.00 \$	3,028,350.86	67.02%	58.33% \$	930,936.47 \$	3,959,287.33	87.63%
	TOTALS			\$	15,126,441.00 \$	9,241,421.49	61.09%	58.33% \$	3,922,299.85 \$	13,163,721.34	87.02%
E404 40	WIOA-YOUTH-PROGRAM	0619WOY001	6/30/2021	\$	4,795,556.00 \$		0.00%	8.33% \$	3,725,000.00 \$	3,725,000.00	77.68%
5401-19	WIOA-YOUTH-PROGRAM WIOA-YOUTH-ADMIN	0619WOY001	6/30/2021	э \$	532,839.00 \$	-	0.00%	8.33% \$	3,725,000.00 \$	3,725,000.00	0.00%
	TOTAL YOUTH	00104701001	0/00/2021	\$	5,328,395.00 \$	-	0.00%	8.33% \$	3,725,000.00 \$	3,725,000.00	69.91%
5402-19	WIOA-ADULT-PROGRAM	0619WOA001	6/30/2021	\$	4,761,641.00 \$	-	0.00%	8.33% \$	3,900,000.00 \$	3,900,000.00	81.90%
	WIOA-ADULT-ADMIN	0619WOA001	6/30/2021	\$	529,071.00 \$	-	0.00%	8.33%	\$	-	0.00%
	TOTAL ADULT			\$	5,290,712.00 \$	-	0.00%	8.33% \$	3,900,000.00 \$	3,900,000.00	73.71%
5403-19	WIOA-DISLOCATED -PROGRAM	0619WOD001	6/30/2021	\$	4,200,885.00 \$	-	0.00%	8.33% \$	3,500,000.00 \$	3,500,000.00	83.32%
	WIOA-DISLOCATED-ADMIN	0619WOD001	6/30/2021	\$	466,764.00 \$	-	0.00%	8.33%	\$	-	0.00%
	TOTAL DISLOCATED WORKER			\$	4,667,649.00 \$	-	0.00%	8.33% \$	3,500,000.00 \$	3,500,000.00	74.98%
5416-19	WIOA-Rapid Response	0619WOR001	6/30/2020	\$	55,943.00 \$	8,360.00	14.94%	16.67% \$	7,000.00 \$	15,360.00	27.46%
5406-19	WIOA - Alternative Funding for Statewide Activity	0619WAF001	8/31/2020	\$	579,443.00 \$	-	0.00%	7.69% \$	- \$	-	0.00%
5408-19	WOS - Youth Job Skills	0619WOS002	8/31/2020	\$	512,000.00 \$	-	0.00%	7.69% \$	- \$	-	0.00%
	TOTALS			\$	16,434,142.00 \$	8,360.00	0.05%	8.33% \$	11,132,000.00 \$	11,140,360.00	67.79%

MEANS, ENDS AND EXPECTATIONS MONTHLY EXPENDITURE REPORT August, 2019

Fund #	Contract Name	Contract #	End Date		Budget	Cumulative Expenses	% Expended	% Expected	Obligations	Total Expenses + Obligations	% Expenses Obligations
	WORKFORCE INNOVATION A	ND OPPORTUNITY ACT									
	WIOA FORMULA FUNDS	0618 WIOA FUNDS	6/30/2019	\$	15,126,441.00	\$ 9,241,421.49	61.09%	58.33% \$	3,922,299.85 \$	13,163,721.34	87.02%
	WIOA FORMULA FUNDS	0619 WIOA FUNDS	6/30/2021	\$	16,434,142.00	\$ 8,360.00	0.05%	8.33%	11,132,000.00 \$	11,140,360.00	67.79%
7211-19	Resource Administration	0619RAG000	9/30/2019	\$	8,735.00	\$ 8,231.13	94.23%	91.67%	- \$	8,231.13	94.23%
6229-19	Trade Act Services	0619TRA000	12/31/2019	\$	1,448,340.00	\$ 328,329.47	22.67%	N/A	684,790.23 \$	1,013,119.70	69.95%
6239-19	Reemployment Services and Eligibility Assessment	0619REA000	9/30/2019	\$	700,748.00	\$ 506,500.54	72.28%	91.67%	166,644.49 \$	673,145.03	96.06%
WIOA TOTALS	Totals			\$	33,718,406.00	\$ 10,092,842.63	29.93%		15,905,734.57	25,998,577.20	77.11%
WAGNER-PEYSER EMPLOYMENT SERVICE											
6223-19	Employment Services	0619WPA000	12/31/2019	\$	606,481.00	\$ 420,565.99	69.35%	73.33%	- \$	420,565.99	69.35%
6231-19	Wagner-Peyser Employment Services Reimbursement Fee	0619WPA001	12/31/2019	\$	10,980.00						100.00%
6228-18	TX Talent Connection	0618WPB001	5/31/2020	\$	98,945.00	\$ 11,439.93	11.56%	58.33%	24,703.25 \$	36,143.18	36.53%
6625-19	WCI- Red, White, and You	0619WCI000	1/31/2020	\$	51,200.00			68.75%		.,	96.40%
6625-19	WCI- Child Care Conference	0619WCI000	1/31/2020	\$	1,623.00			68.75%		,	79.32%
6625-19 6625-19	WCI- TVLP Operating Grant Activities WCI- Foster Care Youth Conference	0619WCl000 0619WCl000	1/31/2020 1/31/2020	\$ \$	8,584.00 739.00		91.67% 0.00%	68.75% \$			91.67% 0.00%
6625-19	WCI- Careers in TX Industry Week/Youth Career Fairs	0619WCl000	1/31/2020	\$	50,000.00	•					91.92%
E.S.TOTALS	Totals			\$	828,552.00	\$ 547,457.20	66.07%		24,703.25	572,160.45	69.06%
	FOOD STAMP EMPLOYME	ENT AND TRAINING									
2266-19	Suppl. Nutrition Assistance Program	0619SNE000	9/30/2019	\$	1,784,762.00	\$ 1,413,897.08	79.22%	91.67%	335,682.02 \$	1,749,579.10	98.03%
SNAP TOTALS	Totals			\$	1,784,762.00						98.03%
	TEMPORARY ASSISTANCE	FOR NEED FAMILIES									
2243-19	Noncustodial Parent Choices Program	0619NCP000	9/30/2019	\$	455,220.00						99.21%
2245-19 TANF -TOTALS	Temporary Assistance for Needy Families	0619TAF000	10/31/2019	\$	8,162,248.00						93.89%
TANF -TOTALS	Totals CHILD CARE SE	ERVICES		\$	8,617,468.00	\$ 7,085,930.91	02.23%		8,613,370.86	8,613,370.86	50.05%
1275-19	CCF CCMS CHILD CARE	0619CCF000	12/31/2019	\$	73,871,477.72	\$ 55,364,695.88	74.95%	73.33% \$	12,187,834.17 \$	67,552,530.05	91.45%
1276-19	CHILD CARE ATTENDANCE AUTOMATION	0619CAA000	11/30/2019	\$	492,667.00						100.00%
1271-19 1272-19	CCM CCMS LOCAL INITIATIVE CHILD CARE DFPS	0619CCM000 0619CCP000	12/31/2019 8/31/2019	\$ \$	9,095,613.00 6,061,000.00			73.33% \$ 100.00% \$			100.00% 99.20%
1274-19	CHILD CARE DEPS CHILD CARE QUALITY	0619CCQ000	1/31/2020	\$	3,108,260.00					.,. ,	93.81%
CHILD CARE -TOTALS	Totals			\$	92,629,017.72	\$ 63,463,880.72	68.51%		22,605,315.18	86,069,195.90	92.92%

MEANS, ENDS AND EXPECTATIONS MONTHLY EXPENDITURE REPORT August, 2019

Fund #	Contract Name	Contract #	End Date		Budget	Cumulative Expenses	% Expended	% Expected	(Obligations		Total openses + bligations	% Expenses Obligations
	STATE OF T	EXAS											
7230-18 7230-19 7233-19	Adult Education and Literacy Adult Education and Literacy AEL - PQI - Local Performance Quality Improvement	0618ALA000 0618ALAB00 0619PQI001	6/30/2020 6/30/2020 12/31/2019	\$ \$ \$	8,042,155.00 7,724,577.00 30,000.00	\$ 7,722,141.20 1,064,697.95 30,000.00	96.02% 13.78% 100.00%	100.00% 16.67% 66.67%	\$	5,591,978.36	\$ \$ \$	7,722,141.20 6,656,676.31 30,000.00	96.02% 86.18% 100.00%
	Totals			\$	15,796,732.00	\$ 8,816,839.15	55.81%	,	\$	5,591,978.36	\$ 1	4,408,817.51	91.21%
	GRAND TOTALS			\$	153,374,937.72	\$ 91,420,847.69	59.61%	:	\$	-	\$	-	80.03%
	STATE OF TEXAS - Con	tracts											
7352-19	Summer Earn and Learn	3019VRS213-1	1/31/2020	\$	670,617.65	\$ 409,933.28	61.13%	58.33%	\$	3.86	\$	409,937.14	61.13%
7353-18	Student Hireablity Navigator	3018VRS135	8/31/2019	\$	300,000.00	\$ 177,078.05	59.03%	100.00%	\$	85,288.33	\$	262,366.38	87.46%
7354-18	Wage Services for Paid Work Experience	3018VRS173	9/30/2019	\$	225,000.00	\$ 63,531.25	28.24%	94.44%	\$	138,968.75	\$	202,500.00	90.00%
7500-19	Infrastructure Support Services and Shared Cost	0619COL000	8/31/2019	\$	280,872.89	 280,872.89	100.00%	100.00%	\$		\$	280,872.89	100.00%
				\$	1,476,490.54	\$ 931,415.47	63.08%		\$	224,260.94	\$	1,155,676.41	78.27%
	PRIVAT	E											
7246-19	Texas Veterans Commission	TVC	9/30/2019	\$	165,700.00	\$ 147,168.35	88.82%	91.67%	\$	-	\$	147,168.35	88.82%
8515-18	100K Opportunities Initiative	Philanthropic Trust	3/31/2020	\$	250,000.00	\$ 27,040.46	10.82%	61.11%	\$	58,719.55	\$	85,760.01	34.30%
8525-18	Retail Pipeline Project (Retail Pays)	Walmart Foundation	12/1/2020	\$	1,771,576.00	\$ 974,347.95	55.00%	57.58%	\$	426,996.19	\$	1,401,344.14	79.10%
8535-19	Walmart Statewide - PATHS Totals	Walmart Foundation	5/16/2022	\$ \$	5,454,750.00 7,642,026.00	 8,582.78 1,157,139.54	0.16% 15.14%	12.50%	\$ \$	- 485,715.74	\$ \$	8,582.78 1,642,855.28	0.16% 21.50%

Workforce Solutions Greater Dallas Statements of Financial Position (Unaudited) August 31, 2019 and December 31, 2018

		8/31/2019	12/31/2018
ASSETS		(Unaudited)	(Audited)
Cash	\$	5,657,549	9,367,802
Grants receivable		14,062,871	8,982,472
Advances and other receivables		361,693	50,364
Prepaid expenses		64,612	176,980
Investment		_	-
Equipment, net	_	5,926	5,926
Total assets	\$	20,152,651	18,583,544
LIABILITIES AND NET ASSETS			
Accounts payable and accrued liabilities	\$	11,934,535	12,171,584
Employee benefits payable		187,915	382,411
Deferred revenue		4,146,044	4,146,045
Total liabilities	_	16,268,494	16,700,040
Net Assets	_		
Net assets without donor restrictions		872,553	479,074
Net assets with donor restrictions		3,011,604	1,404,430
Total net assets		3,884,157	1,883,504
Total liabilities and net assets	\$	20,152,651	18,583,544

Workforce Solutions Greater Dallas

Statements of Activities (Unaudited) Period ended August 31, 2019 and December 31, 2018

	8/31/	<mark>2019 (Unaudit</mark>	ted)	12/31/2018 (Audited)				
				Without				
	Without Donor	With Donor		Donor	With Donor			
	Restrictions	Restrictions	Total	Restrictions	Restrictions	Total		
Revenues and other support:								
Revenues from grants and contracts	85,158,651	1,991,417	87,150,068	97,132,014	1,404,430	98,536,444		
Other	51,737		51,737	224,637		224,637		
Income from investments:								
Dividends & interest	9,236		9,236	19,525		19,525		
Net realized/unrealized gain	_					_		
Net assets released from restrictions	384,243	(384,243)	_	184,586	(184,586)	_		
Total revenues and other support	85,603,867	1,607,174	87,211,041	97,560,762	1,219,844	98,780,606		
Expenses:								
Direct program services	82,961,286		82,961,286	93,994,039		93,994,039		
Administration	2,249,102	_	2,249,102	3,409,110	_	3,409,110		
Employee benefits	_					_		
Total expenses	85,210,388	_	85,210,388	97,403,149	_	97,403,149		
Change in net assets	393,479	1,607,174	2,000,653	157,613	1,219,844	1,377,457		
Net assets, beginning of year	479,074	1,404,430	1,883,504	321,461	184,586	506,047		
Net assets, end of period	\$ 872,553	\$ 3,011,604	\$ 3,884,157	\$ 479,074	\$ 1,404,430	\$ 1,883,504		

BOARD SUMMARY REPORT - CONTRACTED MEASURES

Year-to-Date Performance Periods*

BOARD NAME: DALLAS

FINAL RELEASE As Originally Published 10/11/2019

AUGUST 2019 REPORT

Status Summary	With Positive Performance (+P):	Meeting Performance (MP):	With Negative Performance (-P):	% +P & MP
Contracted Measures	4	13	0	100.00%
Source	% Current	Current EOV	Current Pri	or Voor 2 V

Notes	Measure	Status	Target	Target	Target	Perf.	End	Ago YE	YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	То
Reempl	oyment and Employer Engagement N	Measur	es												
T1440									00.010			1			

_		, , , , , ,														
	TWC	Claimant Reemployment within 10 Weeks	+P	106.38%	55.34%	55.34%	58.87%	57.79%	55.96%	20,043	62.40%	58.40%	57.97%	55.54%	7/18	5/19
		, ,		100.0070	00.0470	00.0470	00.07 70	07.7070	00.0070	34,044	02.4070	00.4070	07.0770	00.0470	77.10	0/10
	TWC	# of Employers Receiving Workforce Assistance	MP	95.15%	11.583	11,583	11,021	11,033	11,067		5,820	5,020	5.347	5,407	8/18	7/19
	1		IVII	33.1370	11,000	11,000	11,021	11,000	11,007		3,020	3,020	3,347	3,407	0/10	1713

^{1.} In August 2019, TWC implemented a replacement for its WorkInTexas.com online labor exchange system. Unfortunately, TWC is currently unable to connect and unduplicate data across the old and new systems, which prevents us from accurately reporting performance for the period of 9/1/18 to 8/31/19 or 10/1/18 to 9/30/19. Therefore, TWC modified the BCY19 yearend performance period to be 8/1/18 to 7/31/19 and adjusted the targets to be based on 2 months of BCY18 and 10 months of BCY19 to match the period.

Program Participation Measures

TWC	Choices Full Work Rate - All Family Total	MP	100.66%	50.00%	50.00%	50.33%	44.75%	49.62%	211	46.52%	52.44%	51.19%	51.58%	10/18	8/19
		14	100.0070	00.0070	00.0070	00.0070	11.7070	10.0270	422	10.0270	02.1170	0111070	01.0070	10/10	0, 10
TWC	Avg # Children Served Per Day - Combined	+P	111.60%	16.149	16.149	18,022	n/a	n/a	396,474	n/a	n/a	n/a	n/a	8/19	8/19
2	(Discrete Month)		111.0070	10,140	10,140	10,022	17/α	11/4	22	11/4	11/4	11/4	11/4	0/10	0/10
TWC	Avg # Children Served Per Day - Combined	n/a	n/a	n/a	n/a	14,319	11.424	10,923	3,436,494	11,065	13,211	16,356	17.722	10/18	8/19
2		11/a	Π/α	Π/α	Π/α	14,515	11,424	10,323	240	11,000	10,211	10,000	17,722	10/10	0/13

^{2.} TWC modified child care measure status methodology effective with the February MPR to be more consistent with the historic methodology. Generally, <95% of Target is -P, >=105% of Target is +P (unless service level is unsustainable), or else MP. This methodology is applied to the monthly Ramp-up Target if the Board has not yet hit their Combined Target or against the Combined Target itself once the Board has fully ramped up.

WIOA Outcome Measures

LBB-K	Employed/Enrolled Q2 Post Exit – C&T Participants	MP	101.88%	69.00%	69.00%	70.30%	70.25%	70.15%	44,840 63,781	69.31%	69.38%	71.69%	71.18%	7/17	6/18
LBB-K	Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	MP	101.02%	84.00%	84.00%	84.86%	84.67%	85.72%	41,363 48,743	84.70%	84.06%	85.32%	85.35%	1/17	12/17
TWC	Median Earnings Q2 Post Exit – C&T Participants	+P	109.82%	\$5,006.00	\$5,006.00	\$5,497.44	\$5,283.93	\$5,217.27	n/a 42,443	\$5,190.87	\$5,227.61	\$5,638.41	\$6,043.78	7/17	6/18
LBB-K	Credential Rate – C&T Participants	+P	124.38%	60.00%	60.00%	74.63%	72.20%	70.86%	597 800	67.27%	78.76%	75.80%	75.34%	1/17	12/17
DOL-C	Employed Q2 Post Exit – Adult	MP	97.86%	74.90%	74.90%	73.30%	71.00%	76.97%	302 412	74.07%	70.87%	71.60%	77.08%	7/17	6/18
DOL-C	Employed Q4 Post Exit – Adult	MP	96.52%	72.40%	72.40%	69.88%	70.55%	76.03%	355 508	68.82%	74.76%	70.37%	66.93%	1/17	12/17
DOL-C 3,4	Median Earnings Q2 Post Exit – Adult					\$6,385.18	\$4,969.23	\$5,498.57	n/a 291	\$5,748.65	\$6,589.98	\$5,786.68	\$6,972.61	7/17	6/18
DOL-C	Credential Rate – Adult	MP	97.56%	82.00%	82.00%	80.00%	80.35%	78.78%	220 275	77.46%	81.48%	76.71%	84.42%	1/17	12/17
DOL-C	Employed Q2 Post Exit – DW	MP	101.09%	86.30%	86.30%	87.24%	83.82%	86.67%	171 196	89.47%	91.30%	80.00%	87.50%	7/17	6/18
DOL-C	Employed Q4 Post Exit – DW	MP	101.41%	86.60%	86.60%	87.82%	83.85%	85.76%	137 156	90.63%	87.50%	86.84%	86.96%	1/17	12/17

Note: In some cases historic data not available at time of original publication (such as when a new measure is created) has been added to the MPR retroactively to allow trend analysis.

BOARD SUMMARY REPORT - CONTRACTED MEASURES

FINAL RELEASE

As Originally Published 10/11/2019

BOARD NAME: DALLAS

Year-to-Date Performance Periods*

AUGUST 2019 REPORT

Source Notes	Measure	Status	% Current Target	Current Target	EOY Target	Current Perf.	Prior Year End	2 Years Ago YE	YTD Num YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	То
WIOA (Outcome Measures														
DOL-C 3,4	Median Earnings Q2 Post Exit – DW					\$9,111.55	\$9,232.00	\$8,636.71	n/a 168	\$7,791.83	\$10,598.88	\$10,146.57	\$8,748.65	7/17	6/18
DOL-C 3	Credential Rate – DW	MP	90.26%	81.70%	81.70%	73.74%	79.63%	73.90%	73 99	57.89%	83.33%	73.91%	75.76%	1/17	12/17
DOL-C	Employed/Enrolled Q2 Post Exit – Youth	MP	106.82%	68.30%	68.30%	72.96%	69.29%	75.33%	564 773	71.13%	75.85%	72.85%	71.43%	7/17	6/18
DOL-C	Employed/Enrolled Q4 Post Exit – Youth	MP	97.94%	72.50%	72.50%	71.01%	71.03%	72.21%	578 814	63.51%	66.49%	72.38%	77.97%	1/17	12/17
DOL-C	Credential Rate – Youth	MP	101.58%	65.10%	65.10%	66.13%	73.50%	73.08%	123 186	62.86%	65.63%	68.42%	66.13%	1/17	12/17

^{3. &}lt;90% of Target is -P and >= 110% of Target is +P.

Pa

^{4.} Targets will be negotiated late in BCY19 when casemix data is available.

AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

FINAL RELEASE

Percent of Target (Year-to-Date Performance Periods)

As Originally Published 10/11/2019

AUGUST 2019 REPORT

Green = +P White = MP Yellow = MP but At Risk Red = -P

Green = +P	White =	MP	Yellow = I	MP but At	Risk Red = -P AUGUST 2019									9 N	ЕГ	UKI						
	Reemplo	•	Partic	ipation		WIOA Outcome Measures									Tota							
	and Em		Choices	Avg#		C&T Par	ticipants			Ad	lult			D	W			Youth		IV	leasu	res
	Clmnt ReEmpl within 10	Emplyrs Rcvg Wkfc		Children Svd Per Day-Comb	Empl/ Enrolled Q2	Empl/ Enrolled Q2-Q4	Median Earnings Q2	Credential	Employ- ed Q2	Employ- ed Q4	Median Earnings Q2	Credential	Employ- ed Q2	Employ- ed Q4	Median Earnings Q2	Credential	Empl/ Enrolled Q2	Empl/ Enrolled Q4	Credential		4	% MP &
Board	Weeks	Assist	Total	(Discr. Mo)	Post-Exit	Post-Exit	Post-Exit	Rate	Post-Exit	Post-Exit	Post-Exit	Rate	Post-Exit	Post-Exit	Post-Exit	Rate	Post-Exit	Post-Exit	Rate	+P N	ИР -F	
Alamo	114.18%	n/a	126.80%	112.57%	103.29%	101.88%	110.14%	120.02%	101.89%	99.39%	n/a	90.89%	101.27%		n/a	105.66%	100.47%		129.55%	5 1	10 1	0.70
Borderplex	109.93%	n/a	110.96%	96.75%	98.03%	100.90%	107.31%	114.00%	99.30%	106.07%	n/a	100.34%	102.64%	97.55%	n/a	94.38%	97.00%	97.96%	133.43%		11 0	100%
Brazos Valley	115.81%	n/a	78.36%	90.48%	101.49%	98.61%	111.60%	116.03%	109.04%	103.86%	n/a	103.39%	90.79%	101.86%	n/a	97.49%	102.98%	97.41%	79.72%		10 3	
Cameron	112.07%	n/a	98.34%	103.45%	110.94%	101.37%	116.89%	145.00%	95.10%	91.10%	n/a	104.11%	107.88%	105.16%	n/a	106.92%	108.00%	99.86%	106.43%	4 1	12 0	100%
Capital Area	111.11%	n/a	97.28%	88.76%	103.07%	104.27%	118.95%	112.58%	98.31%	100.42%	n/a	99.09%	93.95%	102.27%	n/a	105.94%	108.03%	112.87%	109.99%	4 1	11 1	94%
Central Texas	111.66%	n/a	119.72%	101.01%	93.75%	99.85%	104.34%	98.40%	102.34%	106.78%	n/a	111.98%	105.32%	99.26%	n/a	92.02%		98.60%		4 1	11 1	94%
Coastal Bend	118.96%	n/a	121.90%	91.05%	100.00%	101.44%	106.20%	102.82%	94.07%	95.31%	n/a	91.93%	106.78%	98.92%	n/a	94.05%	100.28%	102.93%	120.77%	4 1	11 1	94%
Concho Valley	114.34%	n/a	91.82%	85.51%	106.97%	100.35%	108.20%	127.60%	104.93%	115.93%	n/a	82.40%	114.51%	96.30%	n/a	97.58%	100.37%	119.37%	111.94%	8	5 3	81%
Dallas	106.38%	n/a	100.66%	111.60%	101.88%	101.02%	109.82%	124.38%	97.86%	96.52%	n/a	97.56%	101.09%	101.41%	n/a	90.26%	106.82%	97.94%	101.58%	4 1	12 0	100%
Deep East	116.67%	n/a	105.24%	98.67%	103.55%	100.74%	110.05%	120.28%	103.32%	91.12%	n/a	110.46%	92.24%	95.26%	n/a	100.19%	93.76%	102.15%	136.55%	6 1	10 0	100%
East Texas	112.26%	n/a	91.68%	104.18%	98.64%	100.40%	108.62%	106.85%	99.67%	98.33%	n/a	91.22%	103.62%	97.79%	n/a	102.28%	93.21%	99.20%	101.52%	3 1	12 1	94%
Golden Cresce	114.96%	n/a	135.36%	92.26%	110.03%	102.45%	121.31%	120.65%	118.18%	110.47%	n/a	108.28%	105.19%	93.09%	n/a	101.91%	126.10%	130.76%	133.38%	10	5 1	94%
Gulf Coast	110.62%	n/a	98.78%	100.46%	96.72%	99.23%	110.67%	101.37%	99.49%	101.02%	n/a	98.34%	84.92%	96.50%	n/a	96.31%	107.47%	109.15%	157.25%	3 1	12 1	94%
Heart of Texas	113.89%	n/a	103.47%	101.51%	103.22%	100.13%	108.50%	136.15%	109.50%	100.50%	n/a	114.42%	116.01%	124.07%	n/a	41.67%	103.07%	103.60%	104.70%	6	9 1	94%
Lower Rio	117.54%	n/a	117.44%	97.72%	110.15%	100.88%	114.38%	132.50%	98.94%	102.26%	n/a	100.06%	104.68%	101.01%	n/a	102.57%	98.93%	105.68%	106.24%	5 1	11 0	100%
Middle Rio	106.42%	n/a	101.94%	98.86%	101.93%	95.26%	106.57%	151.82%	104.17%	92.35%	n/a	95.34%	107.33%	111.11%	n/a	111.11%	107.89%	93.71%	119.56%	6 1	10 0	100%
North Central	103.24%	n/a	114.24%	86.34%	98.36%	102.20%	112.17%	117.22%	104.19%	102.25%	n/a	97.79%	101.04%	92.90%	n/a	95.60%	102.70%	99.79%	104.77%	3 1	12 1	94%
North East	111.32%	n/a	102.72%	114.37%	99.77%	101.56%	104.68%	87.98%	100.48%	98.12%	n/a	93.49%	108.40%	118.31%	n/a	84.66%	89.23%	111.61%	107.59%	3	9 4	75%
North Texas	111.80%	n/a	102.26%	95.99%	103.57%	102.39%	107.69%	142.60%	99.71%	108.92%	n/a	110.34%	114.59%	101.44%	n/a	108.84%	99.80%	106.35%	107.87%	5 1	11 0	100%
Panhandle	124.69%	n/a	132.82%	91.45%	104.97%	102.12%	108.91%	123.87%	105.18%	111.12%	n/a	90.89%	104.60%	94.34%	n/a	108.62%	96.43%	118.16%	84.61%	6	8 2	88%
Permian Basin	122.44%	n/a	99.52%	91.02%	108.22%	102.64%	112.55%	125.35%	89.86%	88.01%	n/a	98.51%	113.24%	103.18%	n/a	82.43%	119.76%	107.23%	144.93%	7 :	5 4	75%
Rural Capital	107.92%	n/a	103.90%	94.30%	105.35%	105.54%	114.06%	123.13%	102.97%	109.21%	n/a	85.81%	104.67%	107.89%	n/a	111.11%	98.80%	103.98%	126.63%	7	7 2	88%
South Plains	116.61%	n/a	103.98%	94.19%	102.04%	98.44%	109.28%	119.55%	93.97%	106.47%	n/a	90.74%	99.46%	92.59%	n/a	93.68%	99.80%	119.57%	115.77%	5 1	10 1	94%
South Texas	109.57%	n/a	112.84%	94.63%	101.51%	99.89%	110.04%	146.15%	107.69%	102.63%	n/a	107.88%	102.37%	111.73%	n/a	136.67%	107.64%	127.36%	110.96%	8	7 1	94%
Southeast	119.41%	n/a	94.90%	101.12%	105.33%	100.95%	106.81%	102.97%	103.86%	109.57%	n/a	106.77%	93.87%	102.25%	n/a	103.11%	93.44%	99.82%	93.95%	3 1	12 1	94%
Tarrant	105.43%	n/a	99.36%	94.21%	102.12%	101.64%	112.21%	115.32%	101.76%	99.25%	n/a	90.65%	100.58%	97.78%	n/a	94.66%	90.38%	95.60%	69.51%	3 1	11 2	88%
Texoma	112.96%	n/a	111.20%	98.82%	106.26%	101.29%	111.70%	123.53%	104.93%	100.06%	n/a	91.45%	114.42%	111.11%	n/a	80.01%	99.80%	106.21%	100.42%	7	8 1	94%
West Central	118.88%	n/a	97.00%	98.25%	98.16%				101.51%		n/a	96.54%	94.11%	91.25%	n/a	111.11%		104.47%			11 1	94%
+P	27	0	11	1	8	1	26	23	1	3	0	4	5	5	0	4	2	7	13		141	
MP	1	0	13	13	19	27	2	4	26	24	0	22	22	23	0	20	25	21	11		273	3
-P	0	0	4	14	1	0	0	1	1	1	0	2	1	0	0	4	1	0	4		34	
% MP & +P	100%	N/A	86%	50%	96%	100%	100%	96%	96%	96%	N/A	93%	96%	100%	N/A	86%	96%	100%	86%		92%	6
From	7/18		10/18	8/19	7/17	1/17	7/17	1/17	7/17	1/17		1/17	7/17	1/17		1/17	7/17	1/17	1/17		Fror	n
То	5/19		8/19	8/19	6/18	12/17	6/18	12/17	6/18	12/17		12/17	6/18	12/17		12/17	6/18	12/17	12/17		То	
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Industry Sector Report

October 2019

INFRASTRUCTURE

Kent Andersen, Account Executive kandersen@wfsdallas.com, 214.290.1019







Dallas County Community College District

Construction Workforce Training Update 10/8/19

WFS Dallas continues to support and monitor progress in the AEL Funded training program.

- 38 Workers Trained, 20 New Students in Current (Fourth) Class
- 82% Gained Employment
- 58 Total Students
- Wages range from \$13-\$20/hr

Employers include McCarthy, Source Building Group, Southland Holding, Post L Group, LeVis Consulting & BECK.

Organizers will launch Construction Technology Training Pilot in late October.

ADVANCED MANUFACTURING

Steven Bridges, Account Executive sbridges@wfsdallas.com, 214.290.1015

October 3rd & 4th, Workforce Solutions Greater Dallas celebrated the acknowledgement of Manufacturing Day.

- City of Mesquite and The Town of Sunnyvale with Eastfield College Keynote presentation on Automation & IoT by Mike Kinder of Veryable. Industry tours made available to Mesquite ISD students.
- Dallas County Manufacturers' Association with Richland College Specialized Workshops by DCCCD. Keynote presentation by Gardner Carrick, the Vice President of Strategic Initiatives for the National Manufacturing Institute of the National Association of Manufacturers.



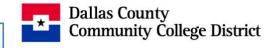


Retail Pay\$ - By the Numbers - 10/7/19

- 2,202 Registrations, 337 Certifications!
- 674 employed, 1,528 unemployed
- Penn Foster Online Skills Academy, 1,926 registered, 245 completed
- DCCCD, 276 registered, 92 completed



Lynn Hoffman, Innovation Officer lhoffman@wfsdallas.com, 214.290.1042





Community Engagement Oct 2019

September 24, 2019

Dallas County Judge Clay Jenkins **You're Hired! Gilley's Dallas**

539 job seekers attended, 2,998 interviewed, and 253 job offers



October 3, 2019 – 6th Annual D23 Goes 2 Work Job Fair 524 job seekers attended with 69 employers, 2,194

interviews, 236 job offers, and 23 hires.







October 3, 2019

Google and DCCCD Apprenticeship. At the El Cento campus of Dallas County Community College District, a partnership was announced between Google and DCCCD. Board directors, board staff, and contractors attended.



Upcoming Job Fairs

October 12, 2019

Frito Lay Job Fair

Southwest Workforce Center 8:30 a.m. – 12:00 p.m.

November 7, 2019

Red White and You!

Job Fair

Gilley's Dallas 11:00 a.m. – 3:00 p.m.



LABOR FORCE STATISTICS

Unemployment Rate (August 2019)







- Dallas County experienced a small decline in the unemployment rate from 3.6% in July.
- The numer of unemployed residents, decreased by 1,243 compared to the previous month.
- In August, Dallas County had 8% less unemployed resident than August 2018.

Continued Claims



For the 2nd consecutive month, continued claims in Dallas County have decreased.

This trend remains consistent with the rest of the DFW region and the State.

Source: TWC

Source: Texas Workforce Commission



Regional Trends

The DFW region has gained approximately 105,000 jobs in 2019.

In August, DFW remained in the top spot for the 2nd month with the highest percent growth among the 12 largest US metros (August 2018-2019).

Source: TWC, DRC Research

Layoffs

Despite the continued job growth in our region, we are also seeing a rise in layoffs. Recently these layoffs have been focused in the Transportation & Warehousing industry.

In 2019, Dallas County has had 2,937 announced layoffs, up from 1,933 during the same time frame in 2018.

Company Layoffs/Closing	City	Notice	# Jobs
Inpax Final Mile Delivery	Farmers Branch	10/1/19	109
Inpax Final Mile Delivery	Garland	10/1/19	119
Rich Logistics	Dallas	9/27/19	98
Stevens Tanker Division	Dallas	9/26/19	71
El Rio Grande Facility	Garland	9/3/19	116

Source: TWC, WARN Notices

Job Seeker Assistance



513

In the past 12 months, just over 50 thousand individuals have registered through Work In Texas.

Approximately 10,591 jobs have been filled through Work In Texas during 2019.



Contracts & Procurements

A. Procurements and Endorsement of External Applications/Agreements

Workflow Systems & Document Management RFP - At the September Board meeting, staff briefed the board on the Request for Proposals for Workflow Systems & Document Management. The readers reviewed the bids and selected the top two scoring providers for interviews. Analysis continues through Monday. If staff reaches a recommendation, this item will be a hand-out at the board meeting; if not, it will be recommended in January.

B. Endorsement of External Grants and Partnerships



Pending applications	Status	Program Overview
Resident Opportunities for Self Sufficiency		Dallas Housing Authority is seeking continued HUD funding for three service coordinators. The coordinators would serve all of the public housing units in DHA's portfolio. WFSDallas would offer support through outreach and services to eligible families.
Texas Workforce Commission Family Child Care Networks		Education First Steps is applying to the Texas Workforce Commission for Family Childcare Network funds to offer quality childcare to family child care centers. The quality services would include: mentoring, webinars, and professional development.

Previously Presented - Status

Texas Workforce Commission Skills Development	Cedar Valley College proposes a skills development grant totaling \$500,101 to train 40 new hires and 238 current workers. CVC will partner with Ancor Rigid Plastics, Cadence McShane Construction, Campos Engineering, EA Sween Company, Glaziers Beer and Beverage, H2T Holdings, Herbalife, and Romark Texas.
Texas Workforce Commission Skills Development	Dallas County Community College District on behalf Cedar Valley College proposes a partnership with the DFW Hospital Council/Children's Health System of Texas, Methodist Hospital of Dallas, NTGP, Inc., Texas Scottish Rite Hospital for Crippled Children to apply for \$926,692 to train 104 new workers and 413 current workers. This is a multiple board application including Dallas, North Texas and Tarrant WDBs. Occupations targeted include: Registered Nurses/Social Workers/Licensed Vocational Nurses/Pharmacy Technicians/Surgical Technicians.
Texas Workforce Commission Skills Development	Richland College, Garland Campus will train 41 new hires and 231 current workers within the manufacturing industry. Companies include: Ecolab, RHE Hatco Inc., Interceramic, Kirchhoff Automotive, MAPEI Corp., and others. The grant amount requested totals \$418,968.
Texas Workforce Commission Skills Development	Mountain View College awarded SDF totaling \$247,223 to serve 161 current workers and 7 new hires working with Owens Corning Roofing and Asphalt LLC to train electricians, truck operators, and others.
Texas Workforce Commission Skills Development	Richland College awarded SDF totaling \$541,112 to train 227 current workers and 39 new hires within the areas of Data systems support, engineering analysts, IT problem coordinators and software programmers.
Texas Workforce Commission Self Sufficiency	Marriott Foundation for People with Disabilities, Inc. was funded \$252,000. They will work with Dallas and Tarrant County workforce development boards to train 120 individuals with disabilities within the areas of cashiers, cooks, security guards, customer service representatives, and retail salespersons.

RECOMMENDATION: Board authorization to approve grant applications presented above.

FY20 ResCare Workforce Services (Workforce Solutions Operations) Contract Amendment

In September, the Board approved ResCare's FY20 contract for workforce system operations. At that time, the Board based the initial budget on prior year expenditure levels, planned allocations provided by the Board and actual grants received. We've received additional grants from Texas Workforce Commission where planned allocations were slightly different. Staff requests to obligate these funds as presented below to ResCare's existing contract as following:

Grant	FY20 Initial 12- month Contract Budget	Proposed Modifications	Total Budget
Workforce Innovation and Opportunity Act – Adult 9 month budget/12-month operating	\$ 3,900,000		\$ 3,900,000
Workforce Innovation and Opportunity Act - Dislocated Worker 9 month budget/12-month operating	\$ 3,500,000		\$ 3,500,000
Workforce Innovation and Opportunity Act – Rapid Response	\$ 7,000		\$ 7,000
Temporary Assistant to Needy Families*	\$ 6,100,000		\$ 6,100,000
SNAP E&T	\$ 802,511	\$180,142	\$ 982,653
SNAP ABAWD	\$ 326,071	\$1,301	\$ 327,372
Non-Custodial Parent	\$ 366,000	\$14,644	\$ 380,644
Trade Adjustment Assistance	\$ 500,000	(\$150,000)	\$ 350,000
Wagner-Peyser Employment Services*	\$ 135,000		\$ 135,000
Reemployment Services and Eligibility Assessment		\$800,000	\$ 800,000
Total Contract	\$15,636,582	\$846,087	\$16,482,669

^{*}TANF and ES grants have not been received, and will be contracted contingent upon receipt of grant.

RECOMMENDATION: Board authorization to amend ResCare's existing FY20 workforce system operations contract with the proposed modifications in the amount of \$846,087 as presented above.

II. Child Care Local Match

After receipt of the child care local match grant from Texas Workforce Commission for FY2020, the total amount increased by 18,670 to \$9,084,068. The Board's fiscal year total amount of local match required to access the federal child care funds is \$4,542,034. We've secured \$1,100,000 last month. Staff request agreements with the following partners to secure additional local match funds in the amount of \$1,100,000 at this time. Staff continues to secure uncommitted funds and will bring additional partners for ratification in January. The table below represents the total amount of local match funds secured from the listed partners:

Local Match Partners	Local Amount	Federal Amount
University of North Texas Dallas	\$100,000	\$200,000
Dallas ISD	\$1,000,000	\$2,000,000
Total	\$1,100,000	\$2,200,000

RECOMMENDATION: Board authorization to accept contributions for Local Match agreements as specified above with University of North Texas Dallas and Dallas ISD as part of the CCG FY20 contract to provide direct care to eligible children in Dallas.

III. Child Care Quality Contracts

The child care quality activities and services were procured in the Spring. We had several professional development activities and training opportunities that were approved that we continue to implement based upon the need of our child care providers. In addition, new contracts will be let with ChildCareGroup, DCCCD-Eastfield College, and Camp Fire of Texas, effective November 1, 2019 through October 31, 2020. These services will assist child care providers in enhancing their skills and quality of services provided to children in care and increasing the number of Texas Rising Star providers in Dallas County. Staff request letting new contracts with our existing child care quality providers effective November 1, 2019 contingent upon receipt of the Texas Workforce Commission grant as follows:

- \$1,539,000 to ChildCareGroup (\$850,000 for quality activities and \$689,000 for Mentor services)
- \$350,000 to DCCCD-Eastfield College
- \$75,000 to Camp Fire of Texas

RECOMMENDATION: Board authorization to let new child care quality contracts with ChildCareGroup, DCCCD-Eastfield College and Camp Fire of Texas as presented above, effective November 1, 2019 contingent upon receipt of grant from TWC.

President's Briefing - Item A Leases

Carrollton Location

CBRE has located a <u>potential</u> site to relocate the Preston @ Alpha workforce center to 1505 Luna Road, Carrollton, Texas 75006. The center will be16,000-18,000 square feet, with the actual based on final specifications from architect/space planning. We estimate that the cost would be between \$15.00 - \$17.00 per square foot with final costs pending architect and space planning.

Mesquite Location

CBRE is working with staff to identify an alternate location for the Mesquite workforce center. Staff will bring recommendations to the board for consideration in January.

RECOMMENDATION: Board authorization to continue to work with CBRE and initiate negotiations as appropriate for both locations. Lease recommendations will be presented to the board in January for approval and ratification.

President's Briefing - Item B Policy

Reasonable Accommodation

Policy CM0410, change 1 and procedures will be modified to comply with the Texas Workforce Commission's Workforce Innovation and Opportunity Act Section 188 Review Checklist.

UI Job Search

A primary goal of the Texas Workforce Commission is to encourage claimants to obtain suitable work at the earliest possible opportunity. Since 2013, WFSDallas has required four weekly work searches based on the review of the local labor market. It is recommended to continue four weekly work searches for claimants. As a comparison, the Tarrant County Workforce Development Board requires three weekly work searches and the North Central Texas Workforce Development Board requires five weekly work searches.

Training Provider

Policy T0108, change 9, will be modified to comply with the Texas Workforce Commission's WD Letter #14-19; as well as, recent modifications to the Eligible Training Provider system.

WFSDallas' criteria for training providers and apprenticeship programs remains the same with one new modification, indicated below:

- Target occupation list -training program must be on the target occupations list;
- **Demonstrative effectiveness** minimum of one-year experience providing training to the general population;
- Reasonableness of costs costs based on comparable training programs with all costs;
- Maximum \$12,000 training cap per participant unless otherwise necessary to meet the employment needs
 of our local community and training is not otherwise available. Classes may be considered on a case-by-case
 basis;
- Providers must offer an employer recognized credential;
- Providers must be appropriately accredited and provide documentation, includes exempt providers; and
- Definition of Reasonable distance 30-mile radius between the client's home and training (Dallas County). NEW

Continued Annual Performance reviews remains the same which includes:

All – program completion rate 75%

All- entered employment 75%

All- average wage rate (at placement) \$13.59 (at-risk), and \$15.72 (dislocated worker)

President's Briefing - Item B Policy

Scholarship programs

The Board approved/negotiated training cost on the Eligible Training Provider System is considered the maximum training cost allowable, excluding support services. We anticipate that PELL grant applications will be applied to negotiated expenses and/or supportive services. The cost of training as approved is the full cost of the training activity. All language will be incorporated in contractor policies, procedures and forms. No customer of the system shall be encouraged and/or required to provide additional funds, loans or grants that pay the training provider.

Veterans Day Holiday

In 2019, Veterans Day occurs on a Monday. All state and federal government offices are closed in observance. This year, WFSDallas would like to close offices on the Monday holiday, allowing non-government employees to be off with pay on that day. Previously, offices have closed, but non-government contractors and board staff have created other work activity (in-service). The proceeding week features our Hiring Red White & You event which requires maximum output at all staffing levels. This year, we propose adding Veterans Day as a recognized holiday to the Workforce Solutions Greater Dallas approved holiday schedule.

Child Care Provider Reimbursement Rate and Parent Share of Cost Policy Update

In August, staff provided an update to the Board on the status of our negotiations with Texas Workforce Commission in reference to the proposed provider reimbursement rates and parent share of cost for child care services. We were waiting for TWC to receive the results of the 2019 Market Rate Survey to continue our negotiations. Meanwhile, TWC staff was informed by US Health and Human Service partners that 32 states had been sanctioned for failing to pay at a level to guarantee equal access. As TWC stated, "while HHS would like to see states pay at the 75th percentile, they realized that it will take a long time to get to that level so they started by sanctioning states below the 25th percentile". Texas was Not one of those states. In the meantime, TWC received a draft of the 2019 Market Rate Survey, and it showed significant increases in many rates around the state compared to 2017. This information resulted in TWC approving rates Statewide to the 30th Percentile of 2019 Market Rate Survey; and TRS rates based on the 75th Percentile as presented in the table below:

Provider Type	Rating	Infant FT	Infant PT	Toddler FT	Toddler PT	Pre-School FT	Pre-School PT	School- age FT	School- age PT
Licensed Child Care Centers	Reg	\$30.93	\$26.34	\$27.83	\$23.52	\$25.29	\$17.61	\$23.51	\$15.50
Licensed Child Care Centers	TRS2	\$35.01	\$30.60	\$32.04	\$27.85	\$29.58	\$21.99	\$27.84	\$19.86
Licensed Child Care Centers	TRS3	\$38.90	\$34.00	\$35.60	\$30.95	\$32.86	\$24.43	\$30.93	\$22.06
Licensed Child Care Centers	TRS4	\$43.22	\$37.77	\$39.55	\$34.38	\$36.51	\$27.14	\$34.36	\$24.51
Licensed Child Care Centers	TSR					\$26.56	\$18.59		
icensed Child Care Homes	Reg	\$26.23	\$22.79	\$24.58	\$21.13	\$22.91	\$18.25	\$19.95	\$15.69
icensed Child Care Homes	TRS2	\$30.49	\$27.13	\$28.88	\$25.50	\$27.25	\$22.64	\$24.32	\$20.04
icensed Child Care Homes	TRS3	\$33.87	\$30.15	\$32.09	\$28.33	\$30.27	\$25.15	\$27.02	\$22.27
icensed Child Care Homes	TRS4	\$37.63	\$33.49	\$35.65	\$31.47	\$33.63	\$27.94	\$30.02	\$24.74
icensed Child Care Homes	TSR					\$24.06	\$19.17		
Registered Child Care Homes	Reg	\$25.27	\$20.88	\$23.60	\$18.90	\$21.27	\$15.63	\$17.80	\$12.87
Registered Child Care Homes	TRS2	\$29.55	\$25.24	\$27.93	\$23.28	\$25.63	\$19.99	\$22.17	\$17.15
Registered Child Care Homes	TRS3	\$32.84	\$28.05	\$31.03	\$25.87	\$28.48	\$22.21	\$24.64	\$19.06
Registered Child Care Homes	TRS4	\$36.48	\$31.16	\$34.47	\$28.74	\$31.64	\$24.67	\$27.37	\$21.17
Registered Child Care Homes	TSR					\$22.34	\$16.42		
Relative	Reg	\$15.00	\$11.50	\$14.00	\$11.00	\$12.00	\$8.50	\$12.00	\$7.96

President's Briefing - Item B Policy

TWC made the rates effective October 1, 2019. We are concerned that the increased rates plus the prior year ramp up will be difficult to afford. We are scheduled for a call with TWC to discuss and will bring further details to the Board in January.

Parent Co-Payment For Child Care Services

As you may recall, the Texas Administrative Code, Title 40 Part 20 Chapter 809, Boards must establish a parent share of cost policy that assesses the parent share of cost. We have done this for a number of years. Based upon the conversation with TWC and current increases in rates, staff recommends no change to the existing parent share of cost policy number S0408, change 5 at this time.

	0% to 50%	51% - 75%	76% - 100%	101% - 125%	126% - 150%	151% - 175%	176% - 185%	186% - 200%	201% - 85%
1st	\$26.00	\$81.00	\$111.00	\$141.00	\$173.00	\$205.00	\$233.00	\$251.00	\$286.00
Each Additional									
Child	\$11.00	\$31.00	\$46.00	\$61.00	\$76.00	\$91.00	\$99.00	\$106.00	\$121.00

RECOMMENDATION: Board authorization to approve the policies presented above.



1 2040				
June 2019	Fiscal Review – Recommendations were made relating to the following areas: expenditure disbursements, financial			
AEL – Richardson ISD	reporting requirements			
FY 19-05	Status: Pending monitor response.			
May 2019	Program Review of Choices. Recommendations were made relating to the following areas: Case management,			
Choices – Rescare	Assessment, customer participation, TWIST data entry and employment documentation.			
DC 03-19	Status: Pending monitor response			
July 2019	Program Review of SNAP. Recommendations were made relating to the following areas: Assessment, case			
SNAP – Rescare	management, non-cooperation, TWIST data entry			
DC 06-19	Status: Pending Contractor response			
August 2019	Program Review of WIOA (DW). Recommendations were made relating to the following areas: Eligibility, IEP and			
WIOA Dislocated Worker	TWIST data entry			
DC 04-19	Status: Pending monitor response.			
July 2018	Program Review of Youth- WIA/WIOA. Recommendations were made relating to the following areas: Basic Eligibility,			
Richland	Youth Eligibility, Youth Program Design, Youth Components/Elements, Case Management, Support Services, Employment,			
DC 02.18 WIOA Youth	Performance Outcome Tab, TWIST, and Data Entry. Status: Pending contractor response.			
October 2019	Fiscal Review of Rescare – All programs			
Rescare	Status: Upcoming review			
October 2019	Fiscal Review of CCG			
ChildCare Group	Status: Upcoming review			
T. T. W. I.				

The Texas Workforce Commission team of monitors will conduct an on-site review of contracts during the week of **November 4**, **2019**. The monitoring team will review fiscal and programmatic operating systems to ensure that administrative, organizational, and managerial elements exist to support effective program management.